

**Commonwealth of Massachusetts  
Executive Office of Public Safety and Security  
Office of Grants and Research**

**Senator Charles E. Shannon, Jr. Community Safety Initiative  
FY 2010 Application for Grant Funding**

**I. Program Overview**

**What is the program?**

- The Senator Charles E. Shannon, Jr. Community Safety Initiative (Shannon CSI) is a \$6.5 million grant program to support regional and multi-disciplinary approaches to combat gang violence through coordinated programs for prevention and intervention, law enforcement approaches, prosecution, and reintegration.

**What are the key dates?**

- Application posted **Friday, August 14, 2009**.
- EOPSS published a Resource Guide detailing model gang strategies and evidence-based approaches which is available on the EOPSS website.
- Applications are due to EOPSS no later than 5pm on **Thursday, October 8, 2009**.
- Award decisions will be announced during the week of **November 16, 2009**.
- The grant period is one year.
- Grants are anticipated to begin on or before **Tuesday, December 14, 2009**, pending completion of contract documentation by the selected grantees.

**What are the funding priorities?**

- Preference will be given to applications that 1) propose programs that target geographical areas with demonstrated high levels of youth violence, gang problems, and substance abuse, 2) demonstrate a commitment to regional, multi-jurisdictional strategies, 3) outline a comprehensive plan to work with multi-disciplinary partners, 4) make a written commitment to match grant funds with a 25% contribution from public or private sources, and 5) identify a local government unit to serve as the fiscal agent.
- EOPSS encourages coordinated applications that represent a collaborative effort within a municipality or region. For each application, EOPSS encourages a municipal entity to serve as the lead applicant and fiscal agent. EOPSS encourages signoff by the municipal CEO (mayor, city manager, town administrator, etc.) to demonstrate executive leadership and commitment to the collaborative effort. Funds may be distributed to project partners by the lead fiscal agent. Project partners in the multi-disciplinary team may include municipal and state law enforcement agencies<sup>1</sup>, non-profit community based organizations,

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<sup>1</sup> State Police may be part of your multi-disciplinary team, however, they can not be awarded funds from the Shannon CSI.

and other government agencies including but not limited to: District Attorneys Offices, Probation, Parole, Department of Youth Services, and Sheriff's Offices.

- Multiple municipalities may apply together as a regional collaborative group, with one municipality serving as the lead applicant and as the fiscal agent for the group. Municipalities with smaller populations are strongly encouraged to work with neighboring cities/towns and develop a regional approach to addressing gang and youth violence.

## II. Program Details

### Successful grants

This is a continuation grant program. All FY 2009 Shannon CSI award sites are eligible to re-apply for a maximum of 60% of their current grant award. EOPSS may choose to fund the full amount requested in an application, or may make partial awards. EOPSS will rely upon standardized and established statistical sources (e.g. U.S. Census, Uniform Crime Reports) to assess the relative need of applicants to ensure consistent assessment across communities and the quality of the application.

Shannon CSI applications will be judged based on the following elements:

1. **Statistical evidence of youth violence and gang problems.** Given that the nature of the problems associated with youth violence and gang problems vary from community to community, each applicant should present statistical evidence to demonstrate the specific issues for their communities. In line with the legislation, the EOPSS will make crime data, substance abuse data, and reentry data available on the EOPSS web site [www.mass.gov/safety/shannon](http://www.mass.gov/safety/shannon).
2. **Linkage of problem to the proposed strategy.** Applications will be judged based on how effective the proposed strategy is linked to the problems identified.
3. **Level of collaboration.** Applications will be evaluated based on the degree to which the applicant municipality leverages the strengths of the many stakeholders in the community to reduce youth violence and/or gang problems. The strength of collaboration will be assessed in part by the diversity of stakeholders included as key project partners, their respective roles and responsibilities, and the attached Memorandum's of Understanding included for all project partners.
4. **Evidence-based practices.** Applications will be judged based on the degree to which the proposed strategy reflects evidence-based practices and the recommended approaches from the research and evaluation literature. For more information please refer to the Resource Guide developed by EOPSS, available at [www.mass.gov/safety/shannon](http://www.mass.gov/safety/shannon) and the United States Department of Justice (DOJ), Office of Juvenile Justice and Delinquency Prevention (OJJDP) *Best Practices to Address Community Gang Problems (Best Practices)*, available at <http://www.ncjrs.gov/pdffiles1/ojjdp/222799.pdf>.
5. **Comprehensive, multi-disciplinary approach.** Research shows that strategies to combat youth violence and gang problems are more successful when a comprehensive, multi-disciplinary strategy is implemented. For guidance on comprehensive, multi-disciplinary approaches, applicants

should refer to the Resource Guide, available at [www.mass.gov/safety/shannon](http://www.mass.gov/safety/shannon) or the DOJ OJJDP Best Practices at <http://www.ncjrs.gov/pdffiles1/ojjdp/222799.pdf>.

6. **Proposed budget and budget narrative** will be utilized by the EOPSS to examine the anticipated effectiveness of how applicants will spend Shannon CSI funds. Grantees will be expected to demonstrate how Shannon CSI funds will be used in collaboration with existing community resources to decrease youth violence/gang problems.

#### Other Application Requirements

- **Contribution of matching funds.** Preference will be given to grantees that provide a matching contribution equal to 25% of the total award amount from public and or private sources, as described in the enabling legislation.
- **Fiscal agent.** Municipalities applying alone should designate a fiscal agent from within the government agencies in their community (e.g. a municipality may have the police department, school department, or municipal government serve as the fiscal agent). Municipalities applying in regional collaborative groups should designate a municipal local government agency to serve as the fiscal agent for all municipalities participating in the application.
- **Limitation on administration funds.** No more than 3% of the total grant amount requested may be for administration of the program.
- **Food and beverage limitation.** No grant funds from this grant program may be expended on food or beverages.
- **One time award.** Funds shall be considered one-time grants and will not annualize in state fiscal year 2011.

Applicants receiving awards will agree to the following grant conditions:

- **Maintain a Steering Committee.** Shannon CSI grantees shall maintain a steering committee to ensure community collaboration, consistent information sharing, oversight, and direction for the Shannon Grant award. The steering committee should represent the spectrum of organizations involved and the diversity of your Shannon collaborative. Steering Committee by-laws should be provided to EOPSS at the commencement of each sites grant award. For guidance and more information on the role of a steering committee, please see DOJ OJJDP Best Practices <http://www.ncjrs.gov/pdffiles1/ojjdp/222799.pdf>.
- **Identify a Program Director.** A Program Director shall be appointed/hired to oversee the project at each site and serve as the point of contact for the program partners and the EOPSS. The Program Director's role and responsibilities should be provided to EOPSS at the commencement of each sites grant award. For guidance and more information of the role of Program Director, please see the DOJ OJJDP Best Practices <http://www.ncjrs.gov/pdffiles1/ojjdp/222799.pdf>.
- **Participate in information sharing meetings.** The Program Director is required to attend periodic technical assistance meetings for the purpose of sharing information on program implementation, best practices, and success and challenges.
- **Provide Quarterly Progress Reports.** The Program Director is required to submit programmatic and financial progress reports to EOPSS on a quarterly basis.

- **Participate in data collection efforts.** The Program Director may be asked to participate in state-wide gang surveys or other data collection activities to further understanding on the youth violence and gang problem in the state.
- **Conform with technology purchase requirements.** Technology purchases with funds from this grant program must conform to EOPSS standards for data transfer and interoperability among systems.

### **III. Application Instructions**

#### **Delivery instructions**

Letters of intent and grant applications should be delivered to:

Executive Office of Public Safety and Security  
Office of Grants and Research  
Attn: James Stark  
10 Park Plaza, Suite 3720  
Boston, MA 02116

Applicants should submit five copies plus the original grant proposal. Proposal text must be double-spaced. In addition to including hard copies of the budget in your proposal please email your budget file to [james.stark@state.ma.us](mailto:james.stark@state.ma.us). Completed applications are due by 5:00 pm on **Thursday, October 8, 2009**. Emailed or faxed copies of the grant proposal will not be accepted.

#### **Proposal contents**

Grant proposals must include the following sections:

- Cover page
- Defining the Problem
- Proposed strategy to address identified youth violence and/or gang problem
- Proposed program budget and budget narrative
- Project match
- Matrix of project partners and the roles and responsibilities of each
- Attachments

The proposal contents are described in greater detail below.

#### **Cover page (standard format will be available at [www.mass.gov/safety/shannon](http://www.mass.gov/safety/shannon))**

This provides summary information on the grant application such as the amount requested, participating partners, and the lead fiscal agent. This page should be signed in blue ink by authorized signatory.

#### **Defining the Problem (up to 3 pages)**

This section should describe the specific problems of youth violence and/or gang problem in the applicant communities that this initiative will address. This section should answer: What is the youth violence/gang problem at your site? How has the youth violence and/or gang problem evolved over the past year? Have you defined a

different or more refined problem to address this year? What collaborations have you built that will help you address the youth violence/gang problem at your site?

### **Proposed strategy to address identified gang problem (up to 7 pages)**

This section of the proposal should describe the approach and planned activities for the grant funds that will address the priority problem(s) identified in the previous section. Applicants must demonstrate a comprehensive, multi-disciplinary approach and, where possible, draw from research and “best practices.” For more information on best practices and comprehensive, multi-disciplinary approaches please refer to the Resource Guide developed by EOPSS, available at [www.mass.gov/safety/shannon](http://www.mass.gov/safety/shannon) and the DOJ OJJDP Best Practices at <http://www.ncjrs.gov/pdffiles1/ojjdp/222799.pdf>.

- Applicants should describe the programs and activities being proposed, how these programs and activities relate to youth and gang violence initiatives already being conducted in their communities, and how they plan to build and strengthen collaboration among community partners.
- Applicants should include a section which describes the effectiveness of programs and activities funded previously through Shannon, and how this year’s award will continue, compliment or change the scope of services offered.
- Applicants should provide a brief description of how they could potentially sustain their project programmatically and financially in the future.

### **Proposed program budget and budget narrative (standard format will be available at [www.mass.gov/safety/shannon](http://www.mass.gov/safety/shannon))**

Applicants must use the provided spreadsheet and narrative template to document their proposed costs for each category of activity. For each agency and municipality participating in the proposal, estimated costs must be identified. The budget narrative should further indicate how each budget line items links to the applicant’s proposed strategy. Activities and programs referenced in the proposed strategy should be outlined in the budget narrative in order to be considered for funding. Guidance on the budget spreadsheet and narrative will be presented at the bidders’ conference.

Applicants are encouraged to balance the allocation of grant resources across the participating stakeholders. Please note that this is a recommendation and not a requirement, recognizing that there is no “one size fits all” approach and that local needs and priorities are paramount. This guidance is intended to encourage a balanced allocation of grant resources among the major areas of activity. For grant applications that devote more than 33% of total proposed spending to a single agency, please provide an explanation as to how that fits the needs of the multiple project partners.

### **Project match (up to 1 page)**

The statement of project match should include a written commitment of match grant funds from either municipal funds or private contributions. The written commitment should identify the source and the amount of the matching contributions. Match may be cash or in-kind (see definitions below).

Match is the recipient share of the project costs. Funds provided for match should be used to support the grant-funded project, and should be in addition to—or supplement—the Shannon CSI award. Match may either be "cash" or "in-kind."

- **Cash match** (hard) includes cash spent for project-related costs that is newly committed to the project.
- **In-kind match** (soft) refers to resources that were already budgeted for some other purpose, but are being dedicated to the project. In-kind match is the value of something received or provided that does not have a cost associated with it. The in-kind/donated services must be an integral and necessary part of the funded project. Examples of in-kind match include:
  - Donations of expendable equipment, office supplies, other tangible goods, workshop or education and training materials, work space, etc.
  - The monetary value of time contributed by professional and technical personnel and other skilled and unskilled labor to perform services at no cost to the program, such as printing of training materials, web services, other computer services, legal services, translation services, and other like services.
  - Salaries of any employees working on grant-related purposes but not paid with grant funds, such as a police officer or prosecutor.
  - Rental value of donated office space or short-term space, such as a room to hold a meeting or training event.
- **Timing of matching contributions.** Matching contributions need not be applied at the exact time or in proportion to the obligation of the Shannon CSI grant funds; however, the full matching share should be obligated by the project end date.

**Matrix of key project partners and the roles and responsibilities of each (format provided at end of document)**

Using the format provided at the end of this application, applicants should complete the matrix of *key project partners*, identifying the planned roles and responsibilities of each for achieving a comprehensive, multi-disciplinary approach to combating youth violence and/or gang problems. Written commitments from project partners is encouraged.

**Attachments (no more than 10 pages)**

Applicants may attach any additional material that may be helpful to reviewers, including but not limited to memoranda of understanding, cooperative agreements, or letters of support to demonstrate collaboration, press clippings or survey results that demonstrate community crime problems, etc. Applicants should be aware that evaluation will be based primarily on the information provided in the application, with attachment material used only to clarify or augment points made in the application.

**IV. Questions**

Applicants may address questions about this grant program in person at the bidders' conference or may send inquiries via email to [james.stark@state.ma.us](mailto:james.stark@state.ma.us). Questions and answers will be posted on the EOPSS web site regularly.

Activities Matrix for Shannon Community Safety Initiative Project Partners					
Applicant Name:					
Key Partner	Suppression Activities	Social Intervention Activities	Opportunities Provision Activities	Organizational Change and Development Activities	Community Mobilization Activities

\* See the Resource Guide on the EOPS web site ([www.mass.gov/eops](http://www.mass.gov/eops)) for details about the above-listed categories from the Office of Juvenile Justice and Delinquency Prevention (OJJDP) Comprehensive Gang Model.